

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) PROFILE: ROYAL PALM YACHT & COUNTRY CLUB BOCA RATON, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ROYAL PALM YACHT & COUNTRY CLUB

Located in one of the most desirable geographic locations in the country along the intracoastal waterway in Boca Raton, Royal Palm Yacht & Country Club (RPYCC) was established in 1959 and enjoys a strong reputation of being a much more personalized experience in a much smaller club environment than the many 'mega-clubs' in the area. Possessing a vast array of high-quality amenities, RPYCC is looking for an energized, motivated, highly capable and proactive leader who will continue to elevate this Platinum Club® to a higher, more consistent overall member experience level. The Board is highly desirous of evolving to a stronger form of governance with the Board focused on evaluation, strategic issues and the future while the GM/COO "runs operations" and provides strong counsel to the Board on the industry, evolving trends and realistic needs to ensure an enduring and robust future for RPYCC.

[Click here to view a brief video about this opportunity.](#)

ABOUT ROYAL PALM YACHT & COUNTRY CLUB

Part of the Boca Raton landscape for more than 60 years, Royal Palm Yacht & Country Club is an oasis in downtown Boca, nestled along the Intracoastal Waterway and Capone Island. The Land that became Royal Palm was owned by Arthur Vining Davis. Mr. Davis wanted to sell some of his estimated 100,000 acres in Florida, and the land he chose for the community was a premium location with boundaries of the Boca Hotel and Club, the intracoastal waterway, the Hillsboro River and Federal Highway. At the time, the 450 acre parcel was home of a nationally renowned polo field and was a major focal point of Palm Beach society.

Much has changed since 1959, and Royal Palm's membership is a large part of what makes the Club so special. Lifelong friendships have been formed and generations of members have enjoyed the Club with the backdrop of a timelessly elegant tradition. Since its founding, Royal Palm has been a gathering ground for South Florida's high society and community, philanthropic and social leaders of all types.

The iconic Sam Snead was the Club's first golf professional, and the original Robert Trent Jones golf course received a great deal of attention when built. A year-round, active lifestyle also includes the Club's marina, which is situated in a safe and well-protected bay and is just minutes away from the intracoastal waterway and ocean access.

RPYCC has gone through many changes over the years, including the completion of a new Yacht Clubhouse in 2016 and in 2014 the stunning Jack Nicklaus Signature Course underwent significant upgrade. Enjoying two clubhouse approximately a quarter mile apart, RPYCC provides its members with a wide array of recreational and social activities. The new Yacht Clubhouse provides a tremendous indoor/outdoor lifestyle setting with multiple dining and private spaces, a large entertainment patio and beautiful views of the marina and waterway. The renovated fitness center and spa provides one of the most tranquil views to enhance a workout. Complementing those amenities are five Har-Tru tennis courts, sports courts, a beautiful and updated pool complex, bocce and croquet courts and a short term dock system accommodating up to 44 vessels up to 130 feet in length. RPYCC is part of the Florida Council of Yacht Clubs and enjoys reciprocal privileges with 35 other clubs. Moreover, activities for children are an important part of the operation and the Sprout Zone, led by a full time activities director, is an important part of the Club.

The Golf Clubhouse enjoys elevated views overlooking the course and is home to mens' and ladies' locker rooms, a large and renovated golf shop and is available for banquets and special events. The course, woven amongst the beautiful residences in the Royal Palm community is known as one of Jack Nicklaus' finest works and enjoys tremendous sight lines and beautifully landscaped surrounds.

Lesser known than some of its mega-club neighbors in Boca, RPYCC is known for its “kind and appreciative members” and membership continues to be ‘by invitation.’ As with many clubs around the country, RPYCC is evolving to an even more family focused operation and with its incredible location and reinvestments in the past few years, the Club is well-positioned for long term success.

ROYAL PALM YACHT & COUNTRY CLUB BY THE NUMBERS:

- The Club enjoys an annual operating budget of nearly \$14.8M with dues revenues of nearly \$8.0M.
- F&B operations revenues are approaching \$4.0M annually - 56% from ala carte/44% from banquet/catering
- The Club is organized as a 501 (C)(7), not for profit corporation.
- There are approximately 488 members
- Initiation fees are \$125,000, with dues of \$18,364 annually and a recently increased monthly capital charge of \$300.
- There are approximately 109 full-time year-round employees and 152 seasonal
- The average age of members is approximately 66.
- There is a total of 9 Board Members, each serving three-year terms.
- There are thirteen standing committees: audit, executive, grievance, finance, strategic planning, membership, greens & grounds, golf, entertainment, yachting, house, nominating and compensation, and several ad-hoc sub-committees
- There are approximately 23,500 rounds played annually on the Club’s course.
- The Club uses JONAS for its accounting and POS systems.

ROYAL PALM YACHT & COUNTRY CLUB WEB SITE: www.rpycc.org

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO of the Royal Palm Yacht & Country Club is expected to be a consummate and respectful professional in terms of transparency, honesty, straightforwardness, integrity, accountability, leadership, and dedication. He/She “must be able to inspire and motivate the great team at RPYCC and earn the respect of the members and employees as well as the community at large.” Understanding how to gain and maintain the trust and confidence of these constituencies is a critical success factor at RPYCC.

Recognizing the preeminent position that RPYCC holds within the Boca Raton community, the GM/COO must always naturally conduct himself/herself in a responsible and professional manner while at or away from the Club and encourage other staff members to do the same to reflect the proper image of the Club throughout the community. An especially important “tone at the top” and “lead by example” approach is critical for success in this role for both members and staff.

Royal Palm Yacht & Country Club is a busy operation that requires significant administrative and organizational skills. As noted, the Club enjoys a mostly tenured Senior Staff and providing them thoughtful, informed and supportive mentoring and advocacy for their success is critical, as is setting well-constructed, measurable and reasonable goals and objectives. Possessing strong financial acuity is important, as is the ability to succinctly and concisely analyze and convey important financial information and expectations to various Committees, the Board and the leadership team, with a focus on continuous ‘education’ through consistent orientations, thoughtful ROI discussions on club subjects, and being the most knowledgeable of club industry issues and recommendations.

Communication, while clearly important at all clubs, is of utmost importance at RPYCC. The GM/COO must be comfortable and effective in communicating with all levels of staff, with the varying demographics of the membership, with outside vendors and community leaders, and in both one on one and large group settings. Exceptional personal presentation and “people skills” are a critical leadership competency in this role. Collaborating with the Board, Committees and Senior Staff, the GM/COO must be focused on ensuring that the Club’s vision is relevant, topical, and well-constructed, and “be a strong believer in the Mission, Vision and Core Values of RPYCC and passionate about the member and staff experience.”

In addition to typical leadership qualities found in top club professionals, the new GM/COO must be adept at working with the Board to transition the Club to a more clearly defined leadership model wherein the Board is focused on governing, strategy and vision. Working through the process of “setting boundaries,” “defining consistent roles and responsibilities for both staff and volunteer leaders,” evaluating the roles of committees and practicing a more corporate style of governance to support the mission of the Club will take time and effort and has to be led by the GM/COO, Commodore and Board. Having the necessary leadership skills to sustain this goal is required.

Additionally, important is to understand and be able to articulate and execute a food and beverage strategy that accommodates and is supported by a strong majority of members. As with most clubs, the F & B operation is a strong key to overall membership satisfaction and takes a top priority position of focus for the new GM/COO.

Finally, fully embracing and supporting the membership recruitment and retention effort, including the ability to deliver high levels of satisfaction and engagement through the above-noted efforts, is a top priority and responsibility. Being a proactive leader and working with the Membership and Marketing Director and the Membership Committee in this effort is critical, as is having knowledge of the keys to success in this effort from past experience.

PRIORITIES IN THE FIRST 100 DAYS INCLUDE:

- Understand the history of the Club, its culture, its Members, Board, Committees and Staff before embarking on any significant changes. Spending time to evaluate and learn before changing things is critically important, but the desire is for on-going ‘refreshing’ of commitments and approach to the member experience ensuring best in class. There is a great deal of pride amongst the team and combining this energy with a renewed “advocacy” for their success and clarity of mission is critical.
- Establish a strong working relationship with the Board and Committees, recognizing that evaluation of the governing model is necessary and “having a backbone” to recommend improvements, support recommendations and positions and essentially being a “thought partner” with the Board is critical.
- Above all, “be approachable, visible and sincerely engaged with members and staff;” getting to know each of these groups is job one and important to one’s long term success and ultimate support.
- Fully evaluate the F & B operation, its various operating outlets, the staffing and menu plans, and returning to the Board with a clear “game plan” that can be executed, evaluated and measured for success.
- Create a “State of the Club Operations” report for the Board following 90 days of employment, highlighting evaluations of each department, recommendations for operation enhancements and “process and procedural improvements” for the overall leadership effort. Identify and recommend one year and five year plans for operational success.

CANDIDATE QUALIFICATIONS

- A minimum of 10 years of progressive leadership/management experience in a private member-owned country club or high-end resort operation, preferably those with member boards and committee involvement. The Club will consider current Assistant General Managers or similarly titled candidates who have mentored in verifiably successful operations with similar structures to that outlined above.
- Proven and verifiable leadership qualities with a demonstrated ability to “run the company”, coordinate and control all aspects of a busy, full service, family centric country club with a large staff and operating budget.
- A verifiable record of strong and intuitive mentoring of staff, and having achieved, in essence, a ‘workplace of choice’ employee environment in the operations he/she has been part of leading.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development, and having proven high levels of member/guest satisfaction.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve ‘high touch’ service delivery to members and to more effectively manage and lead operations.
- A “*courageous thought partner*” with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect. Someone with the “personal gravitas.”

- An organizationally focused individual who recognizes that an “obsession to the details and consistency of delivery” at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience and has a verifiable history of delivering on it.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree from a four-year university or college is desirable, ideally in Hospitality Management.
- A CCM designation or similar accreditation outside of the club industry is desirable.
- Active within the Club Managers Association of America and supportive of other Senior Staff and their involvement in professional association and staff development. On-going professional development is important to RPYCC; demonstrating such efforts and interests on your own behalf over time is critical.

SALARY AND BENEFITS

An appropriate salary, commensurate with qualifications and experience for the desired RPY&CC experience, will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CMAA and other professional benefits.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter, in that order, using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to John Holtz, Chairman, and the Search Committee at Royal Palm Yacht & Country Club, and clearly articulate why you want to be considered for this position at this stage of your career and why Royal Palm Yacht & Country Club and the Palm Beach County area will be beneficial to both you and the Club if selected.

You must apply for this role as soon as possible but no later than Tuesday, August 11, 2020.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – RPYCC”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

Lead Search Executive:

Kurt D. Kuebler, CCM Partner
KOPPLIN KUEBLER & WALLACE
kurt@kkandw.com
561-747-5213

www.kkandw.com